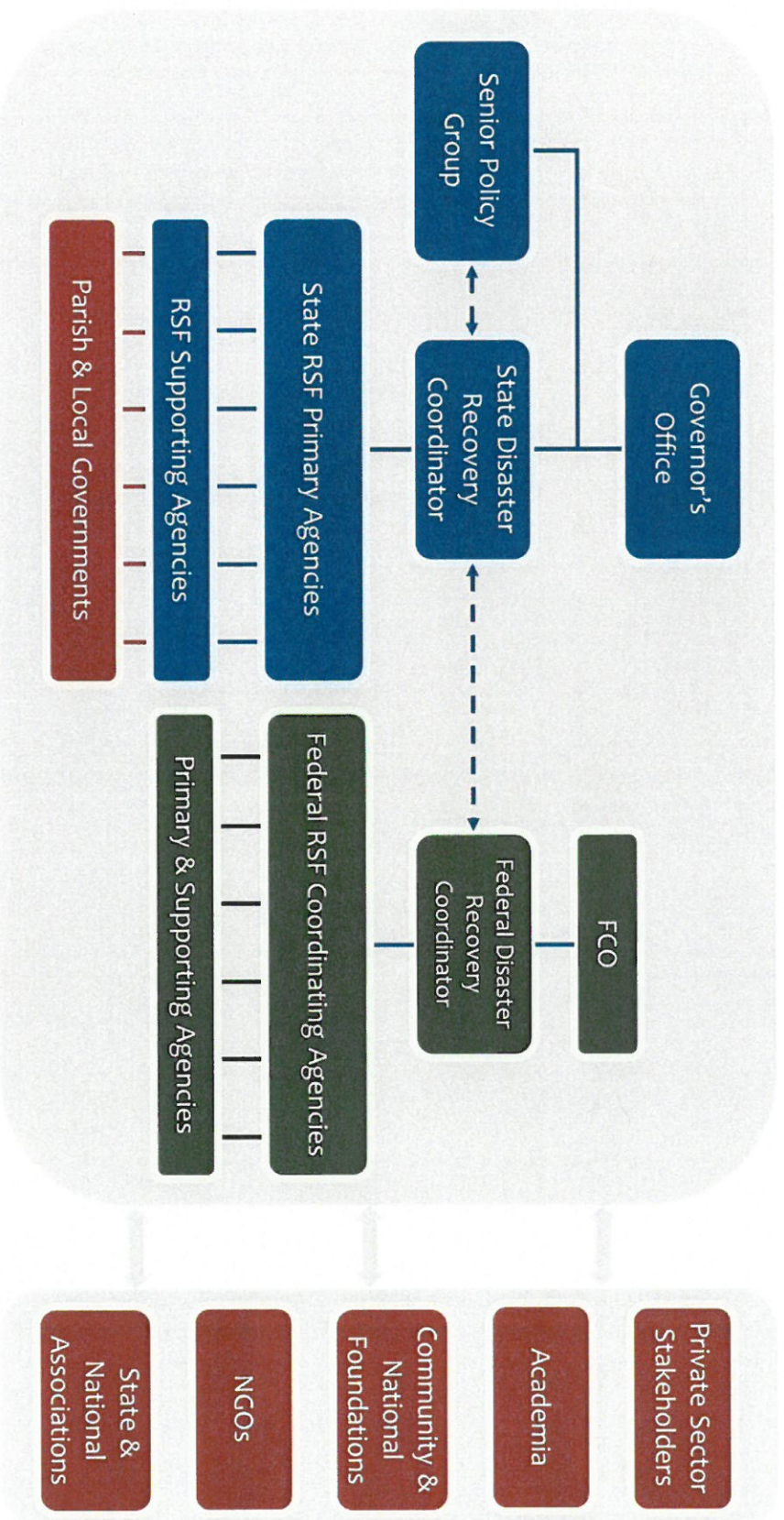
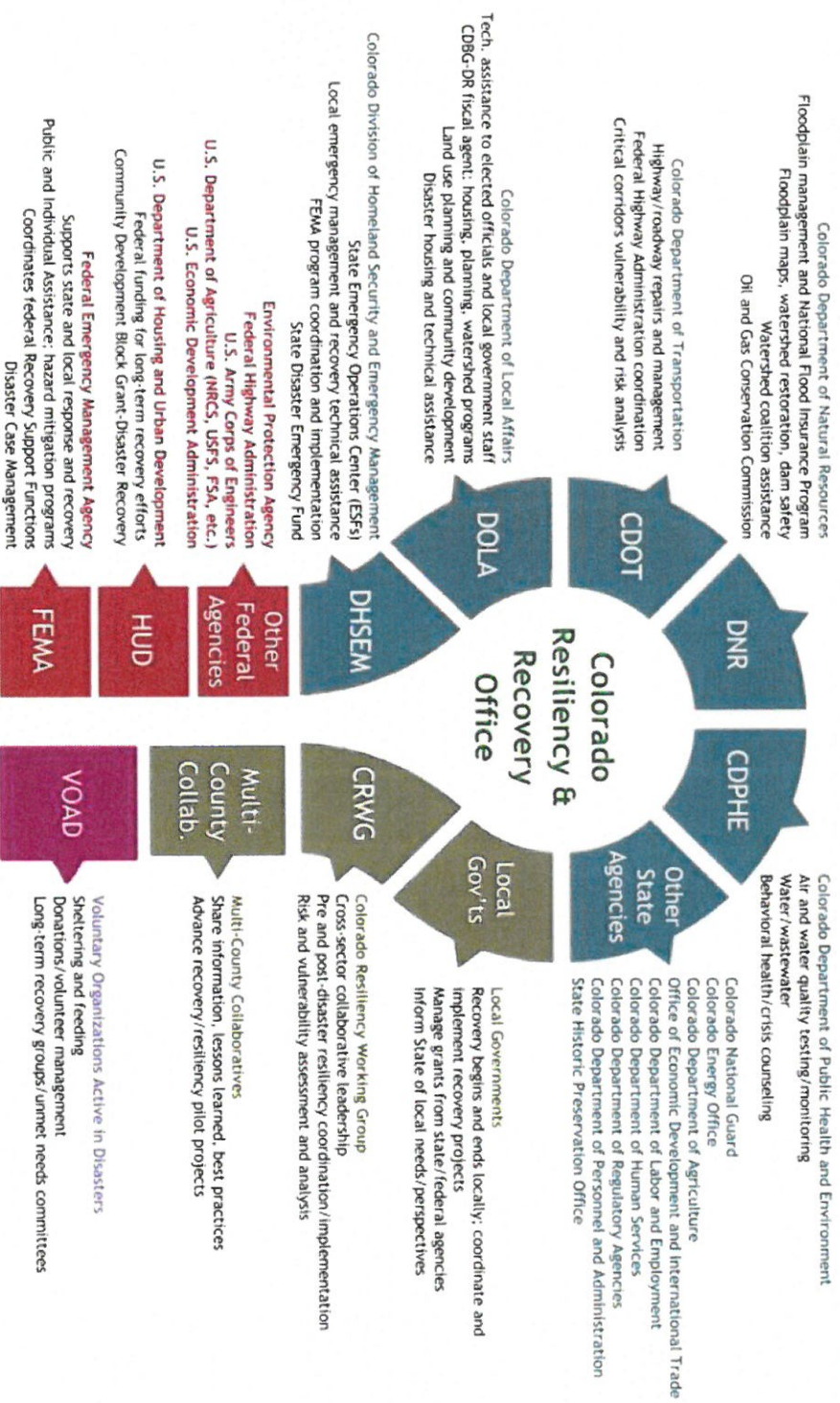


# Louisiana



# Colorado

*The CRRO provides overarching coordination of the State of Colorado's recovery portfolio in collaboration with federal, state and local partners:*



## GOVERNOR'S

## FLOOD RECOVERY

## & ALLIANCE SESSION



**FEMA**



# WV State Resiliency Office

---

- Established by legislation (HB2935) – *first of its kind*
- SRO to provide a comprehensive and coordinated statewide resiliency and flood protection planning program ... and develop community and economic resiliency plans
- Guided by board representing eight key WV departments, divisions and agencies



# Taking Strategic Action

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- Opportunity
  - Leverage funding
  - Enhance resiliency
- Continued collaboration
- Groundwork for overarching, unified strategy





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# Inga Watkins

## Facilitator

**GOVERNOR'S  
FLOOD RECOVERY  
& ALLIANCE SESSION**



**FEMA**

# GOVERNOR'S FLOOD RECOVERY & ALLIANCE SESSION

*Time: 9 - 11 a.m.*

*Date: November 7, 2017*

*Location: Governor's Press Conference Room*



**FEMA**

west virginia  
**cad**  
RESILIENCY UNIT





# Inferred Priority Areas

Focus Area	Program	Amount
Housing	HMGp	\$34,936,846.38
	CDBG-DR	\$106,214,250.00
Infrastructure	HMGp	\$19,224,202.00
	CDBG-DR	\$2,080,000.00
Economic Development	HMGp	N/A
	CDBG-DR	\$24,087,000.00
Disaster Planning/Preparedness	HMGp	\$3,212,000.00
	CDBG-DR	\$10,000,000.00



# Additional Potential Priority Areas

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- Job Creation
- Economic Diversification
- Education & Training
- *Others?*

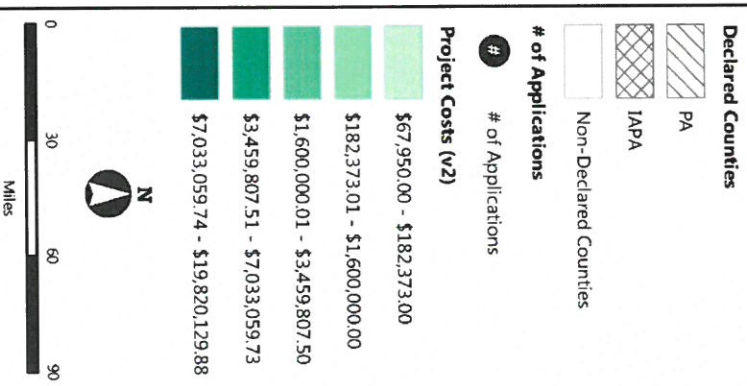
GOVERNOR'S  
FLOOD RECOVERY  
& ALLIANCE SESSION



FEMA



## Hazard Mitigation Grant Program: Applications and Project Costs



Projection: Mercator

# Role of Action Officers

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- Identify agency programs, resources and authorities to support disaster recovery.
- Address priority areas where consensus was not gained and provide recommendations to senior officials.
- Identify additional resources and technical assistance that can be offered to disaster impacted communities.
- Identify additional coordination opportunities within department and network.
- Create the framework and strategies for an action plan related to recovery efforts.





# **GOVERNOR'S FLOOD RECOVERY & ALLIANCE SESSION**



**November 21, 2017  
AGENDA**

10:00 AM	<b>Welcome &amp; Introductions</b>
	<b>Role of the Action Officer</b>
10:30 AM	<b>Expectations/Deliverables</b> What are realistic expectations deliverables for the group? What resources are needed to complete each?
11:00 AM	<b>Process/Recommendations</b> What does the process look like to make recommendations to the SRO Board for implementation?
11:30 AM	<b>Review/Feedback</b> Initial review and feedback of the current WV Flood Protection Plan
Noon	<b>Next Steps</b>

## Governor's Flood Recovery & Alliance Session Working Group

November 21, 2017

[illegible]

# What Is a Project Charter?

A Project Charter provides a big picture overview of the project and often does double-duty as the business case. According to the [Project Management Institute](#), the organization that puts out the Project Management Body of Knowledge (PMBOK), a project charter organizes and documents a project's needs and expected outcomes. This resource helps provide a foundation for basing project decisions and ensuring they are in line with company goals. As such, it should include success metrics, how to accomplish the project, key players, and goals. It's imperative to work with team members to help define these attributes before getting started.

## Essential Elements of a Project Charter

Depending on your industry, you may call a project charter a project definition report or a project statement. While they all have similar elements, you don't have to include every item for each project charter you create. Remember, the project charter provides a high-level description of the business need and useful information to get the project approved.

Here's what to include in your project charter:

- **Title:** A descriptive title of the project should be at the top of your project charter. For example, "Marketing Campaign" doesn't say much. However, a title like "Social Media Marketing Campaign to Increase Awareness of New Product" informs readers about the type of marketing campaign and why you're starting the project.
- **Brief Description:** Include a few sentences that explain why you want to do this project and what you hope to accomplish. Include the business need it will fulfill and how this project is in line with existing company goals or ongoing work happening within the organization.
- **Background:** Provide information that explains how the project came to be. The background can also be part of the brief description. For example, if the project charter is for a technology update, you will have already included background information on the need in the brief description.
- **Goals/Deliverables:** This is a high-level statement of what you hope to accomplish with this project. Deliverables are sometimes separate, but it can be part of the goals section since it is what you plan to accomplish. For example, a goal might be to create a new web app. The deliverable would be to create a new app with three key features.



- **Scope:** This answers the question, “What is being produced by the project?” Provide an overview of services, products, or results that you plan to develop. It can also be useful to include what is “out of scope” for this project. Defining what’s out of scope early on can help keep a project on track down the road.
- **Impact on Other Business Systems and Units:** Also referred to as resources, this describes what is required to accomplish the project. It outlines how many resources and what support will be needed. Resources can include things like work from other departments, contractors, and teams within the company.
- **Stakeholders:** The stakeholders are the people who you’ve been working with to create the project charter. For example, the sponsor has a project idea, but requires assistance from people in other departments or even an outside vendor to get it accomplished. Before writing the project charter, the sponsor has already met with stakeholders to get their input. Note: The key stakeholders are not necessarily who will approve the project, but they will likely be affected by the project.
- **Roles and Responsibilities:** This covers who is going to do what and identifies the responsibilities of the team. For example, the project manager would be responsible for hitting milestones on time. Identifying roles at the onset is useful for setting expectations and letting people know what is required.
- **Milestones:** An overview of the project schedule, milestones define significant aspects within the project such as phases, stages, and decision making.
- **Budget:** How much is the project going to cost in terms of finances, human resources, and materials? Budget can also specify the source of funding. Note: sometimes this information has already been estimated in the business case.
- **Constraints, Assumptions, Dependencies, and Risks:** Create a section for an initial assessment of known risks that could affect the project’s outcome. It includes factors that are known to be true, but will be evaluated in more detail during the project planning phase. It also takes into consideration existing constraints and dependencies that could change the project’s scope. For example, you may need a specific team to help complete the project, but they are currently working on another project.
- **Success Measurements/ROI:** Establish how you will define project success. Metrics should include what’s important to the stakeholders and how it fits into strategic business goals.
- **Project Approval:** This is the “sign on the dotted line” section. Depending on the type of project, it typically includes a signature space for the project sponsor, a client, and project manager.

# Six Sigma Project Charter Guidelines

A project charter is one of the first steps in any Six Sigma project. As part of the Define phase of Define, Measure, Analyze, Improve, Control (DMAIC), it is essential to project success. It's an agreement between the Six Sigma team and management. The Six Sigma Project Charter has similar guidelines as those mentioned above, but requires a bit more detail.

Here's an overview what to include in a Six Sigma Project Charter:

- **Title:** A descriptive name for the project.
- **Black Belt/Green Belt:** Identify who is leading the project.
- **Mentor/Master Black Belt:** Who is the project leader's resource? This is the person the Black Belt/Green Belt can turn to when issues or questions about the project arise.
- **Role of Champion:** The Champion provides strategy and helps facilitate Six Sigma activities. He or she can be part of creating the business case, setting deliverables, assigning the right people to the task, and signing off on the project charter.
- **Start Date:** The date the project leader begins working on the project.
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- **Business Case:** Describes the issue, why the company should do the project, and its overall effect on the organization. In addition to explaining why the project should be done now, it also covers consequences of delaying the project.
- **Problem Statement:** What are the issues that the Six Sigma team will address? This statement provides a clear definition of the problem including impact, where it occurs, scope, and critical-to-quality elements. The statement should be concise and easily understood by members of the organization.
- **Goal Statement:** This defines project targets that need to be met to realize the project's purpose. When creating this statement, employ the [SMART method](#).
- **Project Scope:** Use the process mapping technique to define the scope. Identify budget limits, decision makers, the objective, and the team's area of influence.

- **Critical Success Factors:** What do you need to successfully complete the project? Consider things like financial and time constraints, available resources, support, who will clear roadblocks, and the guide and coach for the team.
- **Impact on Stakeholders:** Identify the individuals who are affected by the project and have a vested interest in the outcome. Also, define how the team will communicate with stakeholders when necessary.
- **Project Milestones:** The project Champion sets project milestones, and they should create a timeline that accounts for the DMAIC stages.
- **Project Vision:** What are the expectations of the project and how will the organization measure success? This section is a good place to identify potential failure areas.
- **Expected Financial Benefits:** Define the budget impacts and cost avoidance, as well as the anticipated savings that can come from completing the project.

## Avoid Pitfalls with a Project Charter

A project charter defines the vision, goals, and objectives of the project. It gets everyone on the same page early on and establishes stakeholder buy-in, roles and responsibilities, and measurable impact.

However, if the charter isn't initially completed correctly, issues can arise. Something as seemingly simple as an unclear title can lead to problems down the road. Make sure to correctly select the right time, provide an accurate timeline, and write a clear goal statement that's linked to company strategy.

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## Meeting Summary & Outline of Unified Strategy

### I. Summary

On November 7, 2017, Governor Jim Justice convened senior-level state and federal officials to create a unified strategy regarding disaster recovery funds from the floods of 2016. The discussion was the first in a series of senior level meetings to look at strategically aligning those funds. The meeting was an important step in the creation of the strategy and empowered appointed action officers to create a strategy to align and leverage the disaster funding.

The action officers were tasked to further explore options and bring recommendations to the senior officials for approval. They will meet on a more regular basis to draft a unified strategy for 2016 funds and delve into the roles and responsibilities of state departments and divisions. This role will also support the establishment of the West Virginia State Resiliency Office (SRO). All efforts combined will ensure that West Virginia becomes more resilient and continues to take a unified and strategic approach to disaster recovery.

The facilitated discussion addressed five major topics:

- 1. Ranked Priorities**
- 2. Guiding Principles**
- 3. Reprioritization of Hazard Mitigation Grant Program (HMGP) Applications**
- 4. Reallocation of Community Development Block Grant –Disaster Recovery (CDBG-DR) Funds**
- 5. Role of Action Officers**

Sections II through VI of this document provide more detail on each major topic and what was agreed to during the Session. These sections can serve as the basis for a unified strategy regarding 2016 flood funding. The final section (VII) proposes next steps for the senior leadership group and the action officers.

Also included are two appendices: a list of Session attendees and detailed notes from the proceedings.

## II. Ranked Priorities

Much of the morning session focused on the need to identify priorities for the State's disaster recovery funds from the June 2016 floods. The disaster marked the first time that West Virginia received a CDBG-DR allocation and it was the largest amount of HMGP funds ever received. Due to the complexity of the situation, the meeting was convened to ensure that there was a holistic strategy for the use of these recovery funds. The facilitator proposed overarching priority areas based upon the functional areas where funds were already earmarked. This led to a lengthy and detailed discussion regarding priorities. The resulting ranked priority areas were identified, ranked and confirmed:

1. Infrastructure
2. Economic Development
3. Housing

## III. Guiding Principles

While determining priorities, participants discussed overarching ideas or principles that should influence all decision making in the state. The prevalent theme in the discussion was ensuring that funding decisions and recovery efforts should decrease risk over time and make communities more resilient. It was decided that the group would use guiding principles to serve as "decision points" when looking at the merit of state funded projects, with three guiding principles identified:

1. Resiliency
2. Mitigation
3. Job Creation

## IV. Reprioritization of HMGP Applications

With the influx of disaster recovery funds, recovery programs have the potential to duplicate efforts and even convolute the recovery process. Concerns were raised that both CDBG-DR and HMGP were allocating more funding towards housing recovery than the existing unmet need. There was also discussion about needs in the other function areas. The West Virginia Department of Homeland Security & Emergency Management (WV DHSEM) and the West Virginia Department of Commerce (WV DOC) began meetings to discuss in part how to best coordinate the two programs. As a result of these meetings and the Session, the WV DHSEM is now looking at the reprioritization of grant applications and ways to streamline the HMGP/CDBG-DR funding match, with agreement on the following:



1. WV DHSEM will review their submitted applications and prioritize infrastructure projects before housing.
2. Housing will still be addressed through HMGP, but all applicants will be given the opportunity to apply for housing assistance through the CDBG-DR program.
3. WV DHSEM and WV DOC will coordinate to ensure that all applicants are served by the program that best fits their situation and needs.
4. WV DHSEM and WV DOC will continue to meet and discuss coordination of the two programs and the CDBG-DR match for the HMGP program.

## V. Reallocation of CDBG-DR Funds

A large portion of the meeting revolved around the HUD CDBG-DR program and how it can strategically support recovery. Currently, over \$100 million is allocated to address the unmet housing need in the impacted areas. Through efforts by VOAD and other volunteer groups, it is estimated that over 1,000 homes have been rebuilt or rehabbed since June 2016. Participants of the session questioned whether there was \$100 million left in unmet housing needs, or if some of the funding should be reallocated to support infrastructure and economic development. WV DOC agreed to work with HUD to determine the steps and requirements to ultimately reallocate funds once the housing need has been fully met. HUD has outlined the necessary steps to reallocate the funds so that the state can address other unmet needs:

1. If the State wishes to revise their action plan amendment to eliminate or reduce housing activity, they will need to provide revised unmet need data and strong evidence that unmet disaster related Low/Moderate Income (LMI) housing needs have been met.
2. The State will also need to provide data to support unmet needs for proposed replacement activities (e.g. infrastructure or economic development projects). The 11/21/16 Federal Register notice says that given the large damage to housing from the disaster, the State should focus on unmet housing need, but it does allow for States to allocate funds to infrastructure or economic development.
3. If the state wishes to undertake infrastructure or economic development activities, they must do the following:
  - a. Amend their action plan
  - b. Provide data for unmet infrastructure or economic development needs
  - c. Provide information about how unmet housing needs have been met, or how infrastructure or economic development activities will contribute to the restoration of housing and long-term recovery in the most impacted and distressed communities.

## VI. Proposed Role of Action Officers

The senior officials agreed that the action officers will be the point of contact and participate in subsequent meetings regarding the development and implementation of the priorities/strategies developed at the session. The officers have a working knowledge of the agency's programs, resources and authorities and will be available to meet and represent their respective agency through implementation. Federal partners will serve in an advisory/consulting role as needed during the implementation process. During the first session, there was consensus that the action officers should address the following specific tasks:

1. Identify agency programs, resources and authorities to support disaster recovery.
2. Address priority areas where consensus was not gained and provide recommendations to senior officials.
3. Identify additional resources and technical assistance that can be offered to disaster impacted communities.
4. Identify additional coordination opportunities within their respective departments and network.
5. Create the framework and strategies for an action plan related to recovery efforts.

## VIII. Proposed Next Steps

Since the session, there have been multiple meetings of the Action Officers and discussions regarding implementation of the established priorities and principles. These discussions have evolved to include roles and responsibilities of the SRO and future meetings will work to simultaneously address both initiatives. The key focus will be to ensure that the disaster funds from 2016 are strategically expended, while also establishing the SRO and championing resiliency across all sectors of the state. To do so, stakeholders will need to continue to meet on a regular basis and ensure that a strong focus and commitment is made to resiliency. Additionally:

1. Reconvene a follow-up "session" to the 11/7/2017 Session
2. Merge the roles and responsibilities of action officers with committee assignments for SRO board.
3. Continue to meet at the action officer level to implement decisions made by senior officials.
4. Assist with the creation of the SRO charter, framework and work plan.
5. Bring recommendations to the senior officials and SRO board for review and approval.
6. Continue to meet until all funds from 2016 are allocated and the SRO is fully established.

# **GOVERNOR'S FLOOD RECOVERY & ALLIANCE SESSION**



## **SRO Workgroup Meeting December 14, 2017 AGENDA**

10:00 AM

**Welcome & Introductions**

**Draft SRO Charter and Framework**

**Discussion/Review from Governor's Flood Recovery & Alliance Session**

**Update on SRO Legislative Report**

**Next Steps**

Noon

**Adjournment**





December 14, 2017

[illegible]



# Colorado Resiliency Working Group Infrastructure Sector Overview

2014

## CRWG Mission

To coordinate efforts, create opportunities, establish priorities and provide guidance for Colorado and its communities to improve resilience and sustainability.

## Infrastructure Sector Mission

To integrate the efforts of infrastructure owners, operators and authorities across jurisdictions to efficiently restore and enhance infrastructure systems and services while incorporating risk reduction measures to improve resiliency and sustainability.

## Sector Scope

- Transportation
- Water
- Wastewater
- Solid Waste
- Energy
- Telecommunications
- Information Technology
- Public Facilities
- Green Infrastructure

## Core Coordinating Committee

The Core Coordination group is made up of 10-15 stakeholders from the local, state and federal government as well as the private and nonprofit sectors. This Committee, comprised of leaders in their respective industries supporting resiliency and sustainability initiatives, will coordinate the communication and activities of all Infrastructure partners.

- CDOT
- CDOA
- DOLA
- DORA
- DHSEM
- FHWA
- USACE
- DHS/FEMA

## Other Partners

The Partners support resilience planning and recovery efforts, coordinating to provide technical assistance, guidance, resources and other support. Partners come from all levels of government; private sector; nonprofit, civic, community and service organizations; foundations, professional and trade associations; and educational institutions. This list does not include all potential partners.

- CWCB
- CEO
- NREL
- USDA
- USDOE
- FCC
- US Dept. of Commerce
- EPA
- Xcel
- Transit authorities
- Utility and water authorities, etc.
- Communications providers



# Colorado Resiliency Working Group Infrastructure Sector Overview

2014

## Core Responsibilities

- Advise the Steering Committee on related issues and observations
- Develop resiliency strategies and provide guidance on related activities
- Facilitate communication and coordination within and across sectors

## Activities

Acting within relevant authorities, missions and resources, the Infrastructure Sector will:

- ☐ Ensure all critical agencies/groups are committed and engaged through stakeholder mapping
- ☐ Analyze strengths, weaknesses, opportunities, and threats within the sector
- ☐ Identify issues from trends seen within weaknesses and threats analysis
- ☐ Cultivate problem statements based on observed issues
- ☐ Develop strategies to address the identified problem/s
- ☐ Define resiliency metrics and/or performance measures to show progression for strategies

Next Steps:

- ☐ Develop and prioritize projects associated with strategies
- ☐ Implementation
- ☐ Evaluate recovery efforts for integration of resiliency and sustainability measures

## Deliverables

- **DEADLINE**\_\_\_\_\_: Stakeholder Mapping
- **DEADLINE**\_\_\_\_\_: SWOT Analysis
- **DEADLINE**\_\_\_\_\_: Issue Identification
- **DEADLINE**\_\_\_\_\_: Problem Statements
- **DEADLINE**\_\_\_\_\_: Metrics
- **DEADLINE**\_\_\_\_\_: Strategies

# Colorado Resiliency Working Group

## Economic Sector Overview

2014

### CRWG Mission

To coordinate efforts, create opportunities, establish priorities and provide guidance for Colorado and its communities to improve resilience and sustainability.

### Economic Sector Mission

To sustain and/or rebuild businesses, preserve or create jobs, and develop economic opportunities that result in sustainable and economically resilient communities that meet local needs.

### Sector Scope

- Small business restoration, retention & growth
- Agriculture
- Tourism
- Diverse economy
- Innovative technologies & emerging markets
- Investment, reinvestment, finance & tax credits
- Supply chain, logistics & transportation
- Branding & marketing
- Business continuity planning & preparedness
- Tax revenues
- Recruitment, workforce development, job training

### Core Coordinating Committee

The Core Coordination group is made up of 10-15 stakeholders from the local, state and federal government as well as the private and nonprofit sectors. This Committee comprised of leaders in their respective industries supporting resiliency and sustainability initiatives, will coordinate the communication and activities of all Economic partners.

- EDA
- ULI
- OEDIT
- FEMA
- CO SBDC
- CDLE/CWDC
- DORA
- CO Tourism Office

### Other Partners

The Partners support resilience planning and recovery efforts, coordinating to provide technical assistance, guidance, resources and other support. Partners come from all levels of government; private sector; nonprofit, civic, community and service organizations; foundations, professional and trade associations; and educational institutions. This list does not include all potential partners.

- Chambers of Commerce
- Dept. of Labor
- SBA
- Educational Institutions
- USDA
- Partnership for Sustainable Communities
- Convention & visitors bureaus
- Enterprise zones
- Professional associations

# Colorado Resiliency Working Group Economic Sector Overview

2014

- SCORE
- CO Legal Services
- Philanthropic community
- American Red Cross

## Core Responsibilities

- Advise the Steering Committee on related issues and observations
- Develop resiliency strategies and provide guidance on related activities
- Facilitate communication and coordination within and across sectors

## Activities

Acting within relevant authorities, missions and resources, the Economic Sector will:

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# Colorado Resiliency Working Group Community Sector Overview

2014

## CRWG Mission

To coordinate efforts, create opportunities, establish priorities and provide guidance for Colorado and its communities to improve resilience and sustainability.

## Community Sector Mission

To build state and local capabilities and resources which facilitate holistic pre- and post-disaster recovery planning, effective implementation and community resiliency and sustainability.

## Sector Scope

- Land Use, Zoning & Codes
- Smart Growth
- Risk Management
- Mitigation
- Preparedness
- Planning & Integration of Plan
- Governance (continuity)
- Related Capabilities
- Culture
- Equity
- Community Engagement

## Core Coordinating Committee

The Core Coordination group is made up of 10-15 stakeholders from the local, state and federal government as well as the private and nonprofit sectors. This Committee, comprised of leaders in their respective industries supporting resiliency and sustainability initiatives, will coordinate the communication and activities of all Community Sector partners.

- DOLA
- CEO
- CDPHE
- ULI
- FEMA
- EPA
- APA-Colorado
- ResilientColorado

## Other Partners

The Partners support resilience planning and recovery efforts, coordinating to provide technical assistance, guidance, resources and other support. Partners come from all levels of government; private sector; nonprofit, civic, community and service organizations; foundations, professional and trade associations; and educational institutions. This list does not include all potential partners.

- VOAD
- OEDIT
- CML
- CCI
- SDA
- CCCMA
- DORA
- CO State Attorney General
- Educational Institutions
- Relevant boards and commissions
- American Red Cross
- Professional associations
- Partnership for Sustainable Communities
- Philanthropic Community

*Activities have been edited from the original draft 2014 to align with actual action and deliverables.*

03/25/15

# Colorado Resiliency Working Group Community Sector Overview

2014

## Core Responsibilities

- Advise the Steering Committee on related issues and observations
- Develop resiliency strategies and provide guidance on related activities
- Facilitate communication and coordination within and across sectors

## Activities

Acting within relevant authorities, missions and resources, the Community Sector will:

- ☐ Ensure all critical agencies/groups are committed and engaged through stakeholder mapping
- ☐ Analyze strengths, weaknesses, opportunities, and threats within the sector
- ☐ Identify issues from trends seen within weaknesses and threats analysis
- ☐ Cultivate problem statements based on observed issues
- ☐ Develop strategies to address the identified problem/s
- ☐ Define resiliency metrics and/or performance measures to show progression for strategies

Next Steps:

- ☐ Develop and prioritize projects associated with strategies
- ☐ Implementation
- ☐ Evaluate recovery efforts for integration of resiliency and sustainability measures

## Deliverables

- **DEADLINE**\_\_\_\_\_: Stakeholder Mapping
- **DEADLINE**\_\_\_\_\_: SWOT Analysis
- **DEADLINE**\_\_\_\_\_: Issue Identification
- **DEADLINE**\_\_\_\_\_: Problem Statements
- **DEADLINE**\_\_\_\_\_: Metrics
- **DEADLINE**\_\_\_\_\_: Strategies

# Colorado Resiliency Working Group

## Housing Sector Overview

2014

### CRWG Mission

To coordinate efforts, create opportunities, establish priorities and provide guidance for Colorado and its communities to improve resilience and sustainability.

### Housing Sector Mission

To implement sustainable and resilient housing solutions that improve community resiliency by addressing pre- and post-disaster housing issues and the needs of the whole community.

### Sector Scope

- Affordable Housing
- Range of Housing Options
- Energy Efficiency
- Repair, Rehabilitation & Reconstruction
- Accessibility & Special Needs Housing
- Durable Materials
- Insurance, Finance & Legal
- Housing stock surveys & needs assessments

### Core Coordinating Committee

The Core Coordination group is made up of 10-15 stakeholders from the local, state and federal government as well as the private and nonprofit sectors. This Committee comprised of leaders in their respective industries supporting resiliency and sustainability initiatives, will coordinate the communication and activities of all Housing Sector partners.

- DOLA/DoH
- DORA
- CHFA
- CEO
- USDA-RD
- HUD
- ULI
- DOE
- CO Advisory Council for Persons with Disabilities

### Other Partners

The Partners support resilience planning and recovery efforts, coordinating to provide technical assistance, guidance, resources and other support. Partners come from all levels of government; private sector; nonprofit, civic, community and service organizations; foundations, professional and trade associations; and educational institutions. This list does not include all potential partners.

- FEMA
- EPA
- VOAD
- USDOE
- SBA
- Relevant boards and commissions
- Housing authorities
- Colorado Legal Services
- Professional Associations



# Colorado Resiliency Working Group Housing Sector Overview

2014

## Core Responsibilities

- Advise the Steering Committee on related issues and observations
- Develop resiliency strategies and provide guidance on related activities
- Facilitate communication and coordination within and across sectors

## Activities

Acting within relevant authorities, missions and resources, the Housing Sector will:

- ☐ Ensure all critical agencies/groups are committed and engaged through stakeholder mapping
- ☐ Analyze strengths, weaknesses, opportunities, and threats within the sector
- ☐ Identify issues from trends seen within weaknesses and threats analysis
- ☐ Cultivate problem statements based on observed issues
- ☐ Develop strategies to address the identified problem/s
- ☐ Define resiliency metrics and/or performance measures to show progression for strategies

Next Steps:

- ☐ Develop and prioritize projects associated with strategies
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- ☐ Evaluate recovery efforts for integration of resiliency and sustainability measures

## Deliverables

- **DEADLINE**\_\_\_\_\_: Stakeholder Mapping
- **DEADLINE**\_\_\_\_\_: SWOT Analysis
- **DEADLINE**\_\_\_\_\_: Issue Identification
- **DEADLINE**\_\_\_\_\_: Problem Statements
- **DEADLINE**\_\_\_\_\_: Metrics
- **DEADLINE**\_\_\_\_\_: Strategies

# Colorado Resiliency Working Group Health and Social Sector Overview

2014

## CRWG Mission

To coordinate efforts, create opportunities, establish priorities and provide guidance for Colorado and its communities to improve resilience and sustainability.

## Health & Social Sector Mission

To integrate the efforts of public health, healthcare providers and facilities, and social service networks to promote the health and wellness needs of the whole community and create more resilient and sustainable systems for the residents of Colorado.

## Sector Scope

- Physical & psychological health services
- Healthcare facilities
- Social services programs
- Access to Services
- Communication, education & outreach
- Resource sharing

## Core Coordinating Committee

The Core Coordination group is made up of 10-15 stakeholders from the local, state and federal government as well as the private and nonprofit sectors. This Committee comprised of leaders in their respective industries supporting resiliency and sustainability initiatives, will coordinate the communication and activities of all Health & Social Sector partners.

- CDHS
- CDPHE
- DOLA
- HHS
- CDE

## Other Partners

The Partners support resilience planning and recovery efforts, coordinating to provide technical assistance, guidance, resources and other support. Partners come from all levels of government; private sector; nonprofit, civic, community and service organizations; foundations, professional and trade associations; and educational institutions. This list does not include all potential partners.

- Council for Persons with Disabilities
- Relevant boards and commissions
- US ED
- Educational institutions
- VOAD
- CDC
- Related professional associations
- US Veterans Affairs
- American Red Cross

# Colorado Resiliency Working Group

## Health and Social Sector Overview

2014

### Core Responsibilities

- Advise the Steering Committee on related issues and observations
- Develop resiliency strategies and provide guidance on related activities
- Facilitate communication and coordination within and across sectors

### Activities

Acting within relevant authorities, missions and resources, the Health & Social Sector will:

- ☐ Ensure all critical agencies/groups are committed and engaged through stakeholder mapping
- ☐ Analyze strengths, weaknesses, opportunities, and threats within the sector
- ☐ Identify issues from trends seen within weaknesses and threats analysis
- ☐ Cultivate problem statements based on observed issues
- ☐ Develop strategies to address the identified problem/s
- ☐ Define resiliency metrics and/or performance measures to show progression for strategies

Next Steps:

- ☐ Develop and prioritize projects associated with strategies
- ☐ Implementation
- ☐ Evaluate recovery efforts for integration of resiliency and sustainability measures

### Deliverables

- **DEADLINE**\_\_\_\_\_: Stakeholder Mapping
- **DEADLINE**\_\_\_\_\_: SWOT Analysis
- **DEADLINE**\_\_\_\_\_: Issue Identification
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*State of West Virginia*  
*Jim Justice*  
*Governor*

H. Wood Thrasher, Cabinet Secretary  
DEPARTMENT OF COMMERCE

December 28, 2017

[www.wvcommerce.org](http://www.wvcommerce.org)  
(304) 558-2234

The Honorable Roger Hanshaw  
West Virginia House of Delegates  
Co-Chairman Joint Committee on Flooding  
Room 408M, Building 1  
State Capitol Complex  
Charleston, WV 25305

Re: State Resiliency Office Board 2017 Annual Report for House Bill 2935

Dear Chairman Hanshaw:

The June 2016 disaster, deemed a 1000-year flood, changed the Mountain State forever. The devastation claimed 23 lives and thousands of homes and businesses. While we continue to mourn our loss, we strive to bring meaning to this tragedy. In the last year and a half, there has been beauty from the ashes in the way of resources, communities growing stronger, and collaboration like we have never experienced before.

One of the most incredible accomplishments since June 2016 has been House Bill 2935. With the help of many key stakeholders, HB2935 passed in April 2017, creating a standard of recovery and resilience that will make our future strong. Working together, the State Resiliency Office guided by the State Resiliency Office Board and the Joint Legislative Committee on Flooding have begun to make strides in the direction of a more secure future for all West Virginians.

As required by the legislation, it is my pleasure as the Chair of the State Resiliency Office Board to present this annual report to the Joint Legislative Committee on Flooding. The following are some key examples of the major accomplishments of 2017:

- **April 23<sup>rd</sup> 2017** – Passing of HB2935.
- **June 23<sup>rd</sup> 2017**- Signing of HB2935 by Governor Jim Justice, House Speaker Tim Armstead, and Senate President Mitch Carmichael. This established the Joint Legislative Committee on

Flooding, created the Resiliency and Flood Protection Planning Act, created the State Resiliency Office within the West Virginia Development Office in the West Virginia Department of Commerce, and established a State Resiliency Office Board.

- **September 13<sup>th</sup>-14<sup>th</sup>** – Community Advancement and Development, a division of the West Virginia Development Office, presented the inaugural IMPACT Summit, explaining the State Resiliency Office to key partners, the Regional Planning Development Councils.
- **October 16<sup>th</sup>** – First State Resiliency Board Meeting convenes.
- **November 7<sup>th</sup>** – Governors Recovery and Alliance Session took place. All major stakeholders, including state and federal partners and West Virginia's Congressional Delegation, met with the State Resiliency Office Board to collaborate on Flood Recovery. This was followed by a State Resiliency Working Group with representatives from each member on the State Resiliency Office Board.
- **November 21<sup>st</sup>** – State Resiliency Office Working Group met again to discuss steps forward from Governors Recovery Session.
- **December 14<sup>th</sup>** – State Resiliency Office Working Group met to continue path forward discussions including the formation of a framework Charter of the State Resiliency Office, currently forming within the West Virginia Development Office's Community Advancement and Development division.

In 2018 we are hopeful to continue building upon the momentum of the State Resiliency Office. Our goal is to transition from blueprints to reality and continue to develop this greatly needed resource. While the flood of 2016 established the State Resiliency Office, resiliency is much broader than natural disasters. We have been encouraged by federal and state partners as well as stakeholders to create an office that stabilizes West Virginia to absorb shocks and stressors of all kinds. These elements may include hazards to health, natural disasters, economic downturn, and in some cases, the ability to take advantage of opportunities and adapt for the future. By having a proactive mindset, we are confident West Virginia can capture new and innovative opportunities and funding sources, counteracting the shocks and stressors our state may experience.

We began a charter to provide a foundation and direction to the State Resiliency Office considering several sectors or broad focus areas such as:

- *Health, Housing, Infrastructure, Environmental and Natural Resources, Planning and Policy, Public Information and Education, and Economic Development.*

Each sector will specialize programmatically, while working together as a hub of resources within the Community Advancement and Development Division of the West Virginia Development Office. The West Virginia Development Office will lead the West Virginia Department of Commerce's efforts for the State Resiliency Office.

There will be significant funding from U.S. Department of Housing and Urban Development and FEMA that will assist the State Resiliency Office in its operations and efforts. While not under the direct purview of the State Resiliency Office, the funds are administered by the West Virginia Department of




Commerce and the West Virginia Department of Homeland Security and Emergency Management who are both members of the State Resiliency Office Board. The agencies charged with oversight of these funds can utilize the State Resiliency Office's expertise for support in effective decision making. These disaster recovery grants assist to rebuild the affected areas impacted by the recent natural disaster and provide crucial seed money for the recovery process, as well as prevention of future hazards. The funds will be utilized to assist West Virginia's recovery efforts in the housing sector, as well as infrastructure, mitigation, and economic revitalization.

This is a significant undertaking that has never been accomplished in West Virginia, but has been successful in other states dealing with disaster or realizing the need to prepare for the future. Many changes must flow to a local level if we are going to see long term, sustainable success for our state. We see great opportunity for the Mountain State and appreciate the Legislature's forward thinking for HB 2935. This is more than an office; it's changing a culture that continues to do things the way it has always been done, even if it is not working. We do not want to continue to just survive. We want to thrive.

We are honored to be a part of an initiative that is challenging, but necessary for our state. Our success in this venture is long term in nature, but we will see many achievements as we progress. If we are not investing in West Virginia for future generations, then we are not truly making an impact. Together with the State Resiliency Office, our Board, and the Joint Legislative Committee on Flooding, we are hopeful for the future of this great State, and look forward to a year of growth, resiliency, and change in 2018.

Sincerely,

  
H. Wood Thrasher, P.E.  
Cabinet Secretary

cc: Senator Ed Gaunch  
State Resiliency Office Board Members





# **GOVERNOR'S FLOOD RECOVERY & ALLIANCE SESSION**



## **SRO Workgroup Meeting January 18<sup>th</sup>, 2018 AGENDA**

**10:00 AM**

**Welcome of all agencies**

**SRO Sector Overview**

**Assign Committees**

- **Committee Working Group  
(20-30 Minutes)**

**Discuss Legislation**

**End of Year Report Overview**

**Noon**

**Adjournment**

January 18<sup>th</sup>, 2018

[illegible]

# West Virginia Resilient Community Workshops

## I. Purpose

To provide communities impacted by the 2016 flood with a technical assistance workshop to develop a strategic recovery and resiliency action plan. The tailored workshop will built upon input from key stakeholders, and the action plan will contribute to the long term recovery and resiliency of their communities. State and federal resources will work with communities to identify potential funding sources for implementation of the plan.

## II. Objectives

1. Identify up to three (3) high impact/low capacity communities affected by the June 2016 floods that have a need to develop a strategic action plan for disaster recovery.
2. Hold a consultation with community leaders to determine the needs of the area and work collaboratively to identify relevant topic areas for the workshop.
3. Provide a targeted and tailored 2 day workshop to the communities using state and federal resources that culminates in the creation of an action plan to address specific community needs and long-term resiliency.
4. Showcase targeted examples from West Virginia communities who are planning and moving toward the economic, social and environmental sustainability of their communities through EPA Technical Assistance programs.
5. Utilize graduate level Environmental Science students to offer additional consultation services to benefit communities.
6. Assist with the identification of state and federal resources to implement the projects and policies identified in the action plan.

## III. Deliverables

1. Custom, two day-workshop focused on targeted and community specific recovery priorities and objectives.
2. Detailed action plan that summarizes workshop activities and recommends strategies and funding sources to assist long-term recovery.
3. Additional research and action plan developed by Environmental Science graduate students.
4. FEMA/EPA collaboration model that can be duplicated in other regions of the country.



**FEMA**





#### IV. Proposed Targeted Topics

Through the consultation process, communities will be given a menu of potential topics to address at the workshop. FEMA and EPA will talk through the options and help the communities to identify relevant focus areas for their community's disaster recovery process. EPA will then build a team of subject matter experts around the identified topics, who will facilitate the workshop and assist in the completion of the action plan. Graduate students will work with the other partners to identify specific topic areas to assist the communities and fulfill class requirements. State and federal partners will assist with the identification of funding and resources to help the communities to implement the action plan. Potential topic areas include:

- **Downtown Revitalization / Main Street:** Strategies to strengthen or revitalize traditional downtowns and main streets, and to boost the local economy, improve quality of life and strengthen overall resiliency.
- **Outdoor Recreation for Economic Development:** Strategies to enhance current recreational assets, and assessment and recommendations to expand outdoor recreational facilities and spur economic development.
- **Local Foods/Sustainable Farming:** Strategies that promote local foods/sustainable agriculture, community gardens and overall community revitalization.
- **Broadband Access:** Strategies for how to: leverage current broadband capabilities; expand/improve access speed; and ways broadband can improve quality of life, attract economic development and make communities more resilient.
- **Healthy Places for Healthy People:** Strategies to help communities create walkable, healthy, economically vibrant places by engaging with their health care facility partners such as community health centers (including Federally Qualified Health Centers), nonprofit hospitals, and other health care facilities.
- **Green Infrastructure/Stormwater Management:** Planning and strategy development that integrates stormwater management and nuisance flooding with broader community plans for economic development, infrastructure investment and environmental compliance.
- **Flood Resilience:** Strategies to help communities prepare for natural disasters and plan for disaster resilience by assessing local plans, policies, and development regulations.
- **Preservation of Existing & Historic Buildings:** Discussion and strategies of how preservation and reuse of historic buildings supports sustainable communities.
- **Water, Wastewater, Energy Utility Resiliency:** Providing sources of alternate power to the drinking water pump stations, wastewater treatment and power for continuous energy supply.
- **Business Resiliency:** Strategies to develop and increase the number of businesses with continuity and succession plans to assist with post disaster recovery.

*\*Additional topics can be discussed during the consultation and used if team of subject matter experts can be developed for the workshop.*



FEMA



## V. Workshop Timeline

Action Item	Deadline
<b>Finalize List of Communities</b>	January 2018
<b>Hold Community Consultations</b>	February 2018
<b>Finalize Dates for Workshops</b>	March 2018
<b>Secure Locations for Workshops</b>	March 2018
<b>Deliver Workshops</b>	April – May 2018
<b>Complete Action Plan</b>	June 2018
<b>Hold Follow Up Consultation with Communities</b>	July – August 2018

## VI. Role of Environmental Science Graduate Students

Through EPA and FEMA networks, Dr. Terry Polen of the West Virginia Department of Environmental Protection has been identified as a partner and stakeholder in the recovery efforts. Dr. Polen is also an adjunct professor in the Environmental Sciences Department at the University of Maryland's City College. He teaches an online, graduate level course and has offered his student's services to support the long-term recovery in West Virginia. There is a natural connection to the environmental science course and resilience needs in the impacted communities. The students will perform the proposed objectives during the spring 2018 semester:

1. After the community consultation, the students will select 1-2 topic areas for each community that fulfill course requirements for their program.
2. Students will spend the semester: researching the topic and town; analyzing case studies and other resources; and creating strategies and a report to be presented and discussed at the workshop.
3. After community input is received, the students will revise their report by incorporating the new community input or any additional information.
4. The students will then submit the final draft of the report to the community.
5. FEMA, EPA and the students will ultimately discuss the final report with the communities during the follow up consultation.



**FEMA**





## VII. Pre-Workshop Actions Items

1. Identify up to three flood impacted communities to create a custom, two-day showcase workshop to support the long-term recovery and resiliency of the community. Proposed communities include:
  - a. *Clendenin*
  - b. *Richwood*
  - c. *White Sulphur Springs or Rainelle (Phase II Project)*
2. Send the communities a questionnaire and read ahead documents in preparation for consultation.
3. Hold a community consultation with stakeholders to assess current needs and identify relevant resiliency topics. Proposed participants will include, but not be limited to:
  - a. *Mayor*
  - b. *Council Representation*
  - c. *County Commission*
  - d. *Regional Planning & Development Council*
  - e. *Local non-profit organizations*
  - f. *Representation from Long-Term Recovery Committee*
4. Consult with graduate students to determine scope of their work for each community.
5. Identify and secure physical location for the workshops.
6. Identify and secure facilitation and support staff for workshops.
7. Identify West Virginia or regional examples from EPA Technical Assistance and brownfields programs as case studies for resilience.
8. Identify appropriate local, state and federal contacts to participate in workshops. Proposed participants will include, but not be limited to:

Local	State	Federal
Mayor & Council	WV DHSEM	FEMA
County Commission	WV Department of Commerce	HUD
RPDC	WVNG	EDA
LTRC	WV DEP	EPA
Non-Profit Organizations	WV Brownfield Centers	USACE
Chamber of Commerce	WVU Land Use Clinic	ARC

*\*Additional participants will be invited once a community chooses topical areas for the workshop.*



**FEMA**







COMMUNITY ADVANCEMENT AND DEVELOPMENT  
A DIVISION OF THE WV DEVELOPMENT OFFICE

State Resiliency Office  
Board Meeting

West Virginia Department of Commerce  
Capital Complex, Charleston, West Virginia  
Building Three Floor Eight  
October 16<sup>th</sup>, 2017

AGENDA

9:00-11:00am

*Welcome Reception and Breakfast*

- I. Call to Order & Welcome .....Kris Hopkins, Executive Director  
West Virginia Development Office
- II. Overview of House Bill 2935 & Mission of SRO Board.....Mary Jo Thompson, Director  
West Virginia Community Advancement and Development
- III. Path Forward.....
- IV. Council Comments
- V. Other Business
- VI. Adjourn

*We make resources a reality!*

Community Advancement and Development  
State Capitol Complex  
1900 Kanawha Boulevard East  
Building 3, Suite 700  
Charleston, West Virginia 25305  
Phone: (304) 558-2234

West Virginia Department of Commerce  
WV State Resiliency Office Board Meeting  
October 16, 2017

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